

GUJARAT TECHNOLOGICAL UNIVERSITY

MASTER OF BUSINESS ADMINISTRATION

Year – 2 (Semester – III) (W.E.F. Academic Year 2018-19)

Specialization: Production and Operations Management

Subject Name: Total Quality Management and World Class Manufacturing Excellence (TQMWCME)

Subject Code: 3539274

1. Learning Outcome:

- Acquaintance with basics of total quality management and world class manufacturing excellence.
- Understanding the contemporary and cutting edge total quality management and world class manufacturing excellence prevalent in the industry.

2. Course Duration: The course duration is of **36 sessions of 75 minutes** each.

3. Course Content:

Module No.	Modules / Sub-Modules	No. of Sessions	70 Marks (External Evaluation)
I	Quality Management: Definitions, Quality Control and Quality Assurance Quality Audits, 1st Party, 2nd Party, and 3rd Party Audits Dimensions of Quality, Cost of Quality, Quality in Manufacturing and Service Systems Deming's contribution, Juran's Philosophy, The Crosby Philosophy, Comparison of Quality Philosophies Economic Issues: Quality and Price, Quality and Market Share, Quality and Cost The Taguchi Loss Function, Quality and Competitive Advantage Perspectives on Leadership for Quality The Balridge view of Leadership, Quality Management Awards	9	17
II	Managing and Organization for Quality: <i>Quality Management Assistance Tools:</i> Ishikawa Fish Bone Diagram, Nominal Group technique, Quality Circles, Flow Charts, Pareto Analysis, Kaizen, Pokka Yoke (Mistake Proofing), Six Sigma and Statistical basis of Six Sigma. Lean Manufacturing	9	17

	<p>TQM: Definition, Meaning and Principles <i>Quality Leadership:</i> Elements of TQM, Quality Policy, Quality Objectives, Strategic Planning and Leadership, Quality and Organization culture, Change Management, Team Building, Cross Functional Teams, Supplier Customer Partnerships <i>Customer Focus:</i> The customer driven Quality Cycle – Identifying customer needs, Achieving customer requirements in production, Implications of the customer</p>		
III	<p>World Class Manufacturing and the Information Age: The emergence of the information age, competing in the information age Business challenges of the information age, operating environment of the information age. WCM and the information age. Concept of World Class Manufacturing, Philosophy and Evolution of WCM Hall’s framework of Value added engineering, Schonberger’s framework of WCM, Gunn’s model of WCM, Maskell model of WCM, America’s best plants model of WCM,</p>	9	18
IV	<p>Flexible Manufacturing Systems, Rapid Prototyping, Lean production tools, Poka Yoke, SMED, An assessment of Manufacturing systems and tools Indian scenario of WCM – Manufacturing readiness of Indian Firms, Manufacturing objectives and strategy, Usage of management tools and technologies. Strategic use of IT in Indian Manufacturing Global Competitiveness, Issues in Strategic planning for WCM, The Balanced Scorecard, HR dimensions in WCM – Morale and Teamwork</p>	9	18
V	<p>Practical Project: Assignment/Presentation based on the above topics or the selected Industry or Firm</p>	---	(30 marks CEC)

4. Teaching Methods: Following pedagogical tools will be used for teaching the course:

- a.) Case discussions
- b.) Discussion on issues and techniques
- c.) Projects/Assignments/Quiz/Class Participation etc.

5. Evaluation:

A	Continuous Evaluation Component comprising of Projects / Assignments / Quiz / Class Participation / Class test / Presentation on specific topic etc.	(Internal Assessment- 50 Marks)
B	Mid-Semester examination	(Internal Assessment-30 Marks)
C	End –Semester Examination	(External Assessment-70 Marks)

6. Reference Books:

Sr. No.	Author	Name of the Book	Publisher	Year of Publication
1	Besterfield	Total Quality Management 4e	Pearson Publishers	First Edition
2	Richard J. Schonberger	World Class Manufacturing: The Next Decade: Building Power, Strength, and Value	Free Press	Latest Edition
3	Sahay B S, Saxena K B C	World Class Manufacturing : A Strategic Perspective	McMillan Publishers India	Latest Edition
4	Jankiraman	Total Quality Management: Text and Cases	Prentice Hall India Learning Private Limited	Latest Edition
5	Flood Robert L	Beyond TQM	John Wiley & Sons	Latest Edition
6	K Shridhara Bhat	World Class Manufacturing	Himalaya Publications	Latest Edition
7	Vikram Sharma	Quality Management	International book House	Latest Edition
8	Murthy R P , Lakhe R R	TQM in this Service	Sage Publications	Latest Edition

Note: Wherever the standard books are not available for the topic appropriate print and online resources, journals and books published by different authors may be prescribed.

7. List of Journals / Periodicals / Magazines / Newspapers etc.

TQM and WCM Journals and Articles published in India and internationally may be referred